

15 February 1972

NOTE FOR: Don

SUBJECT : Comment on R&D Draft of 12 February

1. This draft is considerably improved over the 8 February draft. In general, however, I feel my comments concerning the 8 February draft remain valid. A marked up copy of the 12 February draft as well as a smooth copy are attached. Most of the improvement is in language and the elimination of some redundancies, but, in addition, a few items should be emphasized:

a. The so-called three categories of R&D are entirely a PPB-type of mishmash. My objection is not that R&D can't be regarded as being in direct support, or multi-purpose, etc., but rather that the terms are almost impossible of definition, and contribute nothing. As a matter of fact, the use of in-house terms rather than those generally used throughout the R&D community may, from time to time, place senior officials in rather difficult circumstances in trying to talk to OMB or Congressional Committees.

b. Given the frequent turnover in DCI's and other senior officials, considerable rewriting of notices may be avoided by not spelling out such things as reporting formats in detail, but simply by noting they will be in accordance with the DCI's desires. As in a number of other places throughout the draft, this sort of detail attests to a lack of understanding of what the problem is, and the form the solution should take.

2. In our discussions yesterday and last week, I enumerated a variety of alternatives which could be initiated piecemeal, or in toto, to deal with the total

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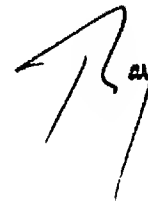
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engineering problem within CIA. I have drafted a single set of these alternatives in the form of a draft notice. I believe that they could be useful for either coordination or management, but the draft may be most helpful in illustrating the scope of the problem which should be addressed so that the deficiencies of the current proposed draft may be better appreciated.

3. In addition, I have prepared a sketch illustrating only two of several alternative organizational arrangements which might be considered depending upon what the traffic may allow.

4. In any event, if further progress is to be realized in this area, the wholehearted cooperation of the working managers in the technical elements is critical. I am sure that those who have participated in the past in this effort would feel much more kindly to any changes if their experience and advice were not ignored. If you have no objections, I would like to discuss the proposed drafts and my comments, etc., with these engineers and the Executive Director.



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